

DRAFT

INVESTING IN INNOVATION

Orange County Economic Development Commission
Five-Year Strategic Plan: 2004-2009

EXECUTIVE SUMMARY



The Economic Development Commission (EDC) gratefully acknowledges the efforts of the more than 120 county residents who contributed over 1300 volunteer hours to help craft a strategic vision for economic development in Orange County. The EDC particularly thanks the work group co-chairs who gave so freely of their time and energy.

Letter from the EDC Chair

At its annual board retreat in October 2002, the Orange County Economic Development Commission (EDC) resolved to complete a new strategic plan to guide the organization. A subcommittee formed to work with staff on development of the planning process. The group engaged Leslie Scott Stewart of the UNC-Chapel Hill Office of Economic Development to assist in the effort.

In the period since the last economic development strategic plan was adopted in 1996, several plans and studies were completed within the towns of Orange County and the surrounding region. The EDC decided to build directly on that work to help frame the issues for the county's current planning process. The EDC also decided to undertake a web-based survey on broad questions related to the Orange County economy.

The EDC used the summary and the survey results as background information for an Economic Development Summit for Orange County, held on January 7, 2004 at the Friday Center and attended by 120 people. Following a keynote speech by Mary Jo Waits, Associate Director of the Morrison Institute for Public Policy at Arizona State University, participants broke into four groups to prioritize and develop 5-year strategies.

Based on the small group work, four key areas emerged:

- Business Climate
- Infrastructure
- Workforce Development
- Quality of Place

After lunch, participants attended an initial work group session (based on individual interest) in the four issue areas.

The four work groups continued to meet during the months of February through June, with each group meeting at least six times. In addition, the co-chairs of the work groups have met three times to consider the overall strategy, and the Directors of the EDC have devoted substantial portions of thirteen meetings over the past two years. Conservatively, we estimate the number of volunteer hours involved in the strategic planning effort to date to exceed 1,300.

We are pleased to present the draft plan, and encourage you to help us refine and further strengthen the economic development five-year plan for Orange County. Please forward any comments or suggestions to the Orange County Economic Development Commission via email (edcmail@co.orange.nc.us) or telephone the office at 919-245-2325. You may also submit comments to:

Economic Development Commission
P.O. Box 1177
Hillsborough, NC 27278

We look forward to hearing from you and working together to attain our goal of creating 5,000 new private sector jobs and \$125,000,000 in new commercial tax base by June 2009.



Ruffin Slater
Chair, Economic Development Commission
August 2004

Strategic Vision for Orange County
Orange County Economic Development Commission Five-Year Plan:
2004-2009

EDC Mission: Our purpose is to make Orange County a smart, innovative place – a great place in which to live and work. We encourage public-private investments to provide jobs for county residents and to increase the non-residential tax base. Through these investments, we enhance the financial well-being and quality of life of county residents, and the ability of their local governments to provide high-quality services.

Overall Goal: To create 5,000 new private sector jobs in Orange County and add \$125,000,000 in new commercial property by June 2009

Justification for Goal: Orange County has wonderful assets*, including:

- a well-educated workforce (almost 57 percent of adults are college graduates)
- historically low unemployment (2.4 percent in April 2004)
- high per capita income (8th out of the 100 counties in North Carolina)
- public schools that rank among the highest in the state on various performance measures
- the University of North Carolina at Chapel Hill, consistently rated as one of the nation's top research universities
- proximity to two major airports
- location approximately midway between the Piedmont Triad and the heart of the Research Triangle, with interstate highway connections to both
- vibrant and distinct towns (Chapel Hill, Carrboro, Hillsborough, and part of Mebane)
- protected rural areas, parks, and greenways

But the County has challenges* as well:

- a tax base primarily composed of residential property (86.4 percent of total assessed value)
- location within EPA non-attainment region due to ground level ozone
- heavy reliance upon public sector for jobs (44.7 percent of all jobs are in government sector)
- retail sales per capita well below the state average
- high housing prices; average home sales price of \$256,123
- cost of living (at 114.8 percent of national average) well above neighboring counties
- perception among many business owners that the county is not business-friendly
- continuing underemployment**
- under 60 percent of county workers employed within the county
- about 40 percent of county jobs filled by residents of other counties

*All data reported are most recent available as of June 2004.

**Underemployment includes workers overqualified for available jobs, those working part time because full time employment is not available, and discouraged workers no longer looking for work.

By creating 5,000 new jobs (and working to ensure that at least 75 percent of those jobs are filled by county residents) and encouraging new investments in commercial property, the EDC can begin to address some of the challenges. Further, we need to make sure that county residents are able to move into the new jobs. And we need to help stop the leakage of retail sales dollars out of the county.

Workgroups: Coming out of the Economic Summit in January 2004, participants identified four areas that needed work:

- 1) **Improved Business Climate** (to enable businesses to create the needed jobs)
- 2) **Infrastructure** (to ensure that businesses can flourish)
- 3) **Workforce Development** (to make sure workers have the skills needed to assume the new jobs)
- 4) **Quality of Place** (to ensure that Orange County remains a great place to live and work)

Volunteer workgroups formed around each of these areas, and they have developed goal statements as follows:

Business Climate: By June 2009, public-private partnerships will have formed to create a stronger business climate and Orange County will have a clear set of guidelines and regulatory standards designed to sustain and nurture existing businesses, encourage entrepreneurship, and attract targeted employers.

Infrastructure: By June 2009, infrastructure will be in place to support the county's economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses.

Workforce Development: By June 2009, effective systems will be in place to train and support residents and those who work in Orange County. At least 75 percent of all new jobs in the county (for both new and expanding businesses) will be filled by county residents.

Quality of Place: By June 2009, Orange County will have thriving partnerships ensuring that the county is a great place in which to live and work, attracting and retaining the creative community of innovators, artists and civic leaders that will drive the desired economy.

Overview of Orange County Economic Vision

Overall Goal:

Create 5,000 new private sector jobs and increase the assessed value of non-residential property by \$125 million in Orange County by June 2009

Business-focused strategies:

Business Climate: Public private partnerships will have formed to create a stronger business climate and Orange County will have a clear set of guidelines, standards and procedures designed to sustain and nurture existing businesses, encourage entrepreneurship, and attract targeted employers

Infrastructure: Infrastructure will be in place to support the county's economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses.

Worker-focused strategies:

Workforce Development: Effective systems will be in place to train and support residents and those who work in Orange County. At least 75 percent of new jobs in the county – for both new and expanding businesses – will be filled by county residents.

Quality of Place: Orange County will have thriving partnerships ensuring that the county is a great place to live and work, attracting and retaining the creative community of innovators, artists and civic leaders that will drive the desired economy.

Business Climate: Public private partnerships will have formed to create a stronger business climate and Orange County will have a clear set of guidelines, standards and procedures designed to sustain and nurture existing businesses, encourage entrepreneurship, and attract targeted employers.

- A) Develop clear criteria defining desirable businesses for the next five years
- B) Identify barriers
- C) Provide outreach, recognition and/or expedited service to new and existing businesses that meet the development criteria.
- D) Form partnerships both within and outside the county to create a stronger business climate and market the changes to existing and potential employers
- E) Focus public education efforts on sustainability issues, looking at the social, economic and environmental contributions of local businesses

Workgroup on Business Climate

Overall Strategy: By June 2009, public-private partnerships will have formed to create a stronger business climate and Orange County will have a clear set of guidelines, standards, and procedures designed to sustain and nurture existing businesses, encourage entrepreneurship, and attract targeted employers

Why the strategy is critical: Orange County is widely viewed as being unfriendly to business. Regardless of whether the perception reflects reality, it creates a difficult environment for business retention and expansion, for business recruitment, and for entrepreneurship. By improving the business climate, Orange County can demonstrate its support for the private sector creation of good jobs and increased commercial tax base. This investment will, in turn, result in increased tax revenues to support quality education and enhanced government services.

Key Sub-Elements and Action Steps:

A. Develop clear criteria defining desirable businesses for the next five years, including agricultural businesses

- 1) Utilize community values as expressed in previous planning efforts (and Economic Summit) as basis for promulgating criteria for desirable businesses

Potential criteria include¹:

- Builds upon or supports existing assets in the county
- Creates high quality jobs for Orange County residents (jobs pay well, offer career advancement potential, offer good benefits)
- Increases commercial tax revenues (property and/or sales tax)
- Creates minimal impact on the environment
- Possesses viable business plan
- Preference for local ownership
- Commitment to remain in county
- Preference for headquarters
- Growth potential, particularly jobs
- Preference for business in one of ten industry clusters identified in Research Triangle Regional Partnership's competitiveness plan (Staying on Top)².

- 2) Engage in open discussion with elected boards, business groups, and other community organizations to develop criteria
 - Identify and justify RTRP clusters with potential in Orange County
 - Inventory existing assets in county
- 3) Develop a consensus for these criteria

¹ The following are potential businesses/sectors: life sciences/medical technology effort; capture and retain commercialization of technology out of UNC; agricultural biotechnology focus; tourism, conferences and sports tournament, including cross marketing opportunities between urban and rural attraction; agricultural entrepreneurship (with associated loan program?)

² The areas are pharmaceuticals; biological agents and infectious diseases; agricultural biotechnology; pervasive computing; advanced medical care; analytical instrumentation, nanoscale technologies; informatics; vehicle component parts; logistics and distribution.

B. Identify barriers

- 1) Convene focus group(s) with business owners and design/development professionals. If defined as a barrier, examine development ordinances to ensure they are not discouraging business

C. Provide outreach, recognition, and/or expedited service to new and existing businesses that meet the development criteria. The focus of public regulatory bodies should be making projects that fit the criteria work, giving clear expectations and timelines for project approval. (One possibility, establish economic development facilitator to work with business clients)

- 1) Establish recognition/reward program for businesses that meet desired criteria
- 2) Conduct outreach to businesses meeting criteria (in cooperation with Chambers of Commerce, Research Triangle Regional Partnership, and N.C. Department of Commerce)
- 3) Clarify approval processes –development approval and business permitting process should be clear, concise and timely
- 4) Target loan pool and any available incentives to businesses meeting criteria
- 5) Document work by ED staff as facilitators assisting companies through the development, planning, and permitting process

D. Form partnerships both within and outside the county to create a stronger business climate and market the change to existing and potential employers

- 1) Work with UNC to:
 - Document requirements of UNC spin-off businesses, including spec sheet for basic facility needs
 - Obtain list of UNC spin-off companies needing space in the near future
 - Document any appropriate facilities and those that could be retrofitted
 - Develop an economic development portal and single point of contact
- 2) Encourage Chambers of Commerce, UNC, County, and Town economic development organizations to meet at least semi-annually to develop collaboration on issues of common concern (Tasks include enhancement of existing shopping districts and identification of future employment zones, e.g., existing/zoned commercial areas, Economic Development Districts, transit corridors)
- 3) Increase funding for EDC to enhance its website and develop other marketing materials
- 4) Form public-private committee of 100

E. Focus public educational efforts on sustainability issues, looking at the social, economic and environmental contributions of local businesses

- 1) Continue and expand the Orange County Business Expo
- 2) Conduct educational campaign around issues of sustainability (in coordination with Council for a Sustainable Community). Examples include print/radio media, op-ed pieces, meeting with editorial boards, connecting buyers and suppliers, speaker's bureaus
- 3) Enhance Buy Local Campaign to increase retail sales and keep sales tax revenue in Orange County

Infrastructure: Infrastructure will be in place to support the county's economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses.

- A) Extend water and sewer into all three Economic Development Districts
- B) Establish adequate information networks throughout the towns and county
- C) Encourage participation and input as appropriate in area plans and projects
- D) Provide input and encourage participation in updated county land use plan and concomitant tools
- E) Encourage compact and higher density development in areas served by water and sewer
- F) Encourage mixed use projects that support walkable communities
- G) Promote public transportation, alternative modes of transportation, and encourage carpooling and park-and-ride participation
- H) Support Schools Adequate Public Facilities Ordinance

Workgroup on Infrastructure

Overall Strategy: By June 2009, infrastructure will be in place to support the county's economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses.

Why the strategy is critical: Infrastructure helps support desired growth patterns and economic goals. Orange County and its municipalities have led the state in establishing an urban growth boundary that limits expansion of utilities to prevent low-density sprawl throughout rural areas. Area governments now need to encourage and accommodate higher density in appropriate areas, including the county's three Economic Development Districts.

Key Sub-Elements and Action Steps:

A. Extend water and sewer into all three Economic Development Districts

- 1) Continue to facilitate expansion of water, sewer, and other utilities to Buckhorn Economic Development District
- 2) Continue to facilitate expansion of water, sewer, and other utilities to the Hillsborough Economic Development District
- 3) Continue to work with the City of Durham to establish a water and sewer extension agreement for the Durham/Eno Economic Development District while maintaining high standards for development in the EDD and remaining sensitive to the nearby Eno River State Park
- 4) Meet with property owners
- 5) Revisit permitted uses (primary and secondary, other standards)
- 6) Revisit developable square footage in each EDD

B. Establish adequate information networks (e.g., high-speed Internet, cellular towers) throughout the towns and the county

- 1) Encourage the expansion of affordable high-speed Internet access, fiber-optic lines, and other high-speed communication networks to rural and un-served/underserved areas
 - Endorse/support Master Telecommunications Plan (MTP)
 - Support extension of cable Internet access to rural areas/subdivisions
 - Support wireless areas (ex. Carrboro, UNC, etc.)

C. Encourage participation and input as appropriate in area plans and projects (i.e. storm water plans, plans for the physical infrastructure of Carolina North, including transportation elements for Phase I)

- 1) Stay abreast of current planning issues and provide input as required
- 2) Promote maintenance and development of adequate storm water and solid waste reclamation and environmental practices
- 3) As appropriate, provide input into Carolina North infrastructure, such as transportation (including rail and parking) and synergy with surrounding areas

D. Provide input and encourage participation in updated county land use plan and concomitant tools, including provisions for transfer of development rights, to conserve and protect resources and open space

- 1) Encourage the adoption of ordinances and policies transferring development rights from rural to urban areas (to conserve rural areas and farmland)

E. Encourage compact and higher density development in areas served by water and sewer

- 1) Review and revise as needed permitted land uses in EDDs and activity nodes to encourage the desired businesses identified by Business Climate work group
- 2) Ensure continued collaboration between municipalities and the county to maintain the Urban Growth Boundary to prevent low-density sprawl in rural areas
- 3) Promote redevelopment and re-use of underused and vacant properties
- 4) Coordinate and enhance housing and transportation options in downtown areas
- 5) Support towns in exploring parking needs for downtowns
- 6) Inventory water supply resources and agreements

F. Encourage mixed use projects that support walkable communities

- 1) Create opportunities and incentives for people to live close to their workplace
- 2) Examine efficacy of establishing rural activity nodes

G. Promote public transportation, alternative modes of transportation, and encourage car pooling and park and ride participation to reduce reliance on single occupant vehicles

- 1) Promote telecommuting and flex-time (ex. EPA reward program)
- 2) Preserve land and right-of-ways around existing and future rail line and/or other transportation corridors that could serve as a future mass transit rail line
- 3) Promote density strategy integrating economic development and transportation
- 4) Work to site schools near high-density residential areas, redevelopment sites, and existing transportation networks
- 5) Work to promote high density development along transportation corridors
- 6) Work to expand service area, service hours and frequency, and ridership for area public transportation services
- 7) Promote and develop alternative and regional transportation infrastructure
- 8) Work with employers on travel demand management strategies

H. Support Schools Adequate Public Facilities Ordinance to ensure appropriate pace of development

- 1) Permit residential development in accordance with School Adequate Public Facilities Ordinance
- 2) Build and open schools in accordance with School Adequate Public Facilities Ordinance

Workforce Development: Effective systems will be in place to train and support residents and those who work in Orange County. At least 75 percent of new jobs in the county – for both new and expanding businesses – will be filled by county residents.

- A) Form partnerships with Durham Tech, UNC-Chapel Hill, the Chapel Hill/Carrboro Schools, Orange County Schools, and others to provide adequate training and education to enable county workers to obtain high quality jobs
- B) In coordination with the Business Climate working group, help communicate the types of jobs the county wants and expects to create so that workers can develop realistic career expectations and obtain appropriate training
- C) Promote access to living wage jobs that offer benefits and career advancement potential
- D) Ensure county workers and those preparing for the workforce access to transportation, child care, elder care, and affordable housing
- E) Develop and nurture partnerships that support workers and their families at all stages of their lives and provide opportunities for lifelong learning and retraining in response to changing economic conditions

Workgroup on Work Force Development

Overall Strategy: By June 2009, effective systems will be in place to adequately train and support residents and those who work in Orange County. At least 75 percent of all new jobs in the county (for both new and expanding businesses) will be filled by county residents.

Why the strategy is critical: As the cost of living (particularly the cost of housing) has increased in the county, it has become difficult for low- and moderate-income workers to live here. Without more training and support, county workers will be unable to support themselves and their families and will be forced to seek various forms of public and private assistance to meet their basic needs for food, shelter, clothing, and transportation. In the long run, these workers may choose to leave the county, which may result in a worker shortage for certain businesses.

Key Sub-Elements and Action Steps:

A. Form partnerships with Durham Tech, UNC Chapel Hill, the Chapel Hill/Carrboro Schools, Orange County Schools, and others to provide adequate training and education to enable county workers to obtain high quality jobs (i.e. jobs that pay a living wage and offer comprehensive employee benefits and career advancement potential).

- 1) Conduct an inventory of existing vocational and language programs at area high schools
- 2) Develop vocational courses in secondary schools that focus on skill needs for existing and new jobs while ensuring continued training for all levels of jobs in the service sector (i.e. child care, food preparation, etc.)
- 3) Continue discussions with Durham Tech to ensure the Orange County satellite campus will offer a curriculum that provides training for existing and anticipated jobs in Orange County
- 4) Continue to ensure appropriate training programs via county participation in Work Force Development Board while providing training for all level of jobs in the service sector (i.e. child care, food preparation, etc.)
- 5) Connect industry leaders with the higher education community to develop strategies for maintaining industry training and support
- 6) Develop cooperative education and internship opportunities with UNC Hospitals and other major employers
- 7) Work with RTRP to establish a regional alliance to develop a strategic plan for curriculum support to targeted clusters

B. In coordination with Business Climate work group, help communicate to potential workers the types of jobs the county wants and expects to create so that workers can develop realistic career goals

- 1) Develop outreach plan that builds on the Business Climate Work Group's definition of desirable businesses.
- 2) Work with RTRP to develop a regional workforce coordination strategy to anticipate and support the changing needs of business

C. Promote access to living wage jobs that offer benefits and career advancement potential

- 1) Develop an accurate living wage rate for Orange County that reflects child care, housing, transportation and other costs. Promote this living wage rate to employers

- 2) In partnership with other agencies, recognize county businesses that offer family friendly employment, such as
 - Living Wage
 - Benefits
 - Child Care
 - Health and Wellness Programs
- 3) Promote these benefits and develop incentives for employers offering them
- 4) Perform inventory/survey of existing Orange County jobs that pay the living wage and determine training level needed to fill these jobs

D. Ensure county workers and those preparing for the workforce access to transportation, child care, elder care, affordable housing, and healthcare

- 1) Improve access to affordable child care by:
 - Encouraging employers to provide financial support for employees' day care costs
 - Working to ensure child care meets employer/employee needs
 - Promoting adequate after school programs
 - Ensuring an adequate supply of child care providers exist, particularly for evening, weekend, and sick children
- 2) Improve access to affordable elder care by:
 - Encouraging employers to provide financial support for employees' elder care costs
 - Working to ensure elder care meets employer/employee needs
 - Promoting access to affordable elder day care
- 3) Provide diverse housing options for Orange County workforce, especially in areas close to jobs and transportation
- 4) Encourage increased number of affordable housing units (for example, support existing affordable housing providers, offer density bonuses, require affordable housing in developments of a certain size, etc.)
- 5) Support transportation to major employers and training programs by
 - Work with employers to ensure adequate affordable transportation to employment centers
 - Supporting transportation programs such as Wheels to Work
 - Developing rural transportation linkages, including park and ride lots, in conjunction with Infrastructure Work Group

E. Develop and nurture partnerships that support workers and their families at all stages of their lives and provide opportunities for lifelong learning and retraining in response to changing economic conditions

- 1) Encourage employers to
 - Develop apprenticeships
 - Develop on the job training programs
 - Provide skills upgrading
 - Provide educational assistance
 - Offer flex-time and/or telecommuting
- 2) Increase availability of early childhood education, English as a Second Language, vocational and avocational training, and continuing education opportunities

Quality of Place: Orange County will have thriving partnerships ensuring that the county is a great place to live and work, attracting and retaining the creative community of innovators, artists and civic leaders that will drive the desired economy.

- A) Enhance urban character by connecting and supporting existing plans for increasing the commercial tax base and for revitalizing the downtown areas of Carrboro, Chapel Hill and Hillsborough
- B) Enhance rural character by supporting local agriculture markets and supporting complementary conservation and management tools
- C) Enhance historic character by supporting organizations' efforts to preserve and promote historic structures
- D) Provide lifelong learning opportunities, from early childhood through senior citizens
- E) Welcome and promote greater inclusiveness and diversity
- F) Promote hipness by focusing on the uniqueness of each municipality and the county as a whole

Workgroup on Quality of Place

Overall Strategy: By June 2009, Orange County will have thriving partnerships among government, business, the not-for profit sector, UNC, and congregations ensuring that the county is a great place in which to live and work, attracting and retaining the “creative community” of innovators, artists and civic leaders that will drive the desired economy.

Why the strategy is critical: Stated simply, place matters. As Mary Jo Waits pointed out in her presentation at the 2004 Economic Development Summit:

- The natural environment is important
- But natural features aren’t enough – urban amenities are required as well
- Lifestyle choice matters
- Being a smart, innovative place matters
- Intangibles such as “hipness,” tolerance, entrepreneurial culture are part of the calculation

“The creative heart and soul of the economy will continue to be tied to place”

Key Sub-Elements and Action Steps:

A. Enhance urban character by connecting and supporting existing plans for increasing the commercial tax base and for revitalizing the downtown areas of Carrboro, Chapel Hill and Hillsborough.

- 1) Promote eclectic mix of vibrant businesses in downtown.
- 2) Work to include public spaces, art, and parks during the construction of public facilities and in approval of large development/redevelopment projects (e.g. public arts projects at Homestead Aquatics Center and Southern Community Park, also Southern Human Services Center).
- 3) Target incentives to businesses that enhance quality of place (e.g. arts and entertainment) and encourage towns to do likewise
- 4) Connect existing neighborhoods and commercial districts with sidewalks and/or bike paths
- 5) Update County bike plan to accommodate recreational usage
- 6) Encourage mixed use development that includes neighborhood retail shops
- 7) Work with local organizations to provide forums for public input on issues such as parks and open space

B. Enhance rural character by supporting local agriculture through efforts such as making farming more profitable by encouraging local markets and supporting complementary conservation and management tools.

- 1) Revise zoning regulations to encourage value-added agricultural businesses
- 2) Support farmers markets in multiple locations near population or employment centers
- 3) Promote agritourism
- 4) Support regional value-added processing facility(ies)
- 5) Expand funding for conservation easements, purchase of development rights

C. Enhance historic character by supporting organizations’ efforts to preserve and promote historic structures.

- 1) Support and promote historic preservation and heritage tourism

- 2) Encourage new businesses to locate in underutilized or abandoned historic buildings or older commercial centers (ex. Old Bellvue Mill, Daniel Boone, North Hills, Hillsborough Commons)
- 3) Encourage Durham Tech satellite campus to offer historic preservation technical skills training
- 4) Emphasize importance of historic preservation when acquiring property for conservation and recreation through Lands Legacy program
- 5) Target historical buildings for revitalization and bring together interested parties to envision joint occupancy (i.e. Bellvue Mill). Also include local communities in visioning process for these structures.

D. Provide life-long learning opportunities (early childhood—senior citizen)

- 1) Increase availability of pre-school, English as a Second Language, vocational and avocational training, continuing education opportunities, and other learning options for all ages (coordinate with Work Force Development).
- 2) Support public libraries in multiple convenient/accessible locations
- 3) Promote computer literacy and wireless capability throughout the County

E. Welcome and promote greater inclusiveness and diversity

- 1) Work with Human Rights and Relations Department to promote community dinners, community book clubs/discussion groups, community awards, etc.
- 2) Celebrate cultural differences and work to address specific needs of all cultural and ethnic populations (with Human Rights and Relations)
- 3) Establish incubators and enhance support services for
 - Innovative and socially responsible businesses (e.g., ventures supporting for profit and non-profits)
 - Minority and women-owned businesses
- 4) Promote diversity of affordable housing options and ensure open housing laws enforced
- 5) Provide a wide variety of social and recreational opportunities for youth (ex. Skate parks, summer internships, volunteer, and work opportunities, teen clubs, etc.)

F. Promote hipness by focusing on the uniqueness of each municipality and the county as a whole.

- 1) Promote tourism and festivals (e.g., promote artists' studio spaces as year round destinations, Hog Day, A Taste of Orange, Pow-Wow, Ag Heritage Festival, etc.)
- 2) Develop a community of events Internet portal to highlight cultural, community, artistic, and other events (a "one-stop shop" for community outreach)
- 3) Enhance arts organizations and increase community funding for the arts (ex. establish non-profit art gallery in Carrboro to benefit Arts Center)
- 4) Encourage development of venues that promote informal interaction and exchange (ex. Weaver St. Market, River Park)
- 5) County and municipal governments develop a master plan including acquisition of land for parks, greenways and open space (focus for example on developing Eno River greenway connecting downtown Hillsborough with West Hillsborough, Eno River State Park, and cultural sites in between)

WORKGROUP VOLUNTEERS

Business Climate

Margaret Cannell, Co-Chair

Aaron Nelson, Co-chair

Fletcher Barber

Craig Benedict

Karen Christy

Mark Crowell

Emily Dickens

James Harris

Margaret Hauth

Ron Ilinitch

Donna McCaskill

Sally McKenzie

Nathan Milian

Dorothy Pennell

Scott Radway

Jeff Reid

Van Welch

Hillsborough/OC Chamber of Commerce

Chapel Hill/Carrboro Chamber of Commerce

Cooperative Extension Service

Orange County Planning

Petra Leads

UNC Chapel Hill

Town of Chapel Hill

Town of Carrboro

Town of Hillsborough

SBTDC

Kane Realty/University Mall

News of Orange

Carr Mill Mall

Employment Security Commission

Radway-Weaver

UNC Chapel Hill

Orange Enterprises

Infrastructure

Keith Cook, Co-chair

Paul Snow, Co-chair

Craig Benedict

Paul Bureson

Ed Harrison

Todd Jones

Karen Lincoln

Patrick McDonough

Beth Myers

Al Terry

Intervest International

Analytical Consultants

Orange County Planning

BB & T

Town of Chapel Hill

Orange County Information Systems

Orange County Planning

Triangle Transit Authority

BB & T

Orange Public Transportation

Work Force Development

Teresa Smith, Co-chair

Bob Ward, Co-chair

Robert Dowling

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Tracy Hager

Maria Hitt

Virginia Knapp

Malinda Marsh

Greg Petty

Michele Rivest

Yvette Smith

Child Care Services Association

CCB

Orange Community Housing and Land Trust

Adult Educator

Orange County Social Services

Chapel Hill/Carrboro Chamber of Commerce

Orange County Health Department

Chapel Hill/Carrboro Chamber of Commerce

Orange County Social Services

Fifty Plus Magazine

OC Partnership for Young Children

Orange County Social Services

Quality of Place

Bobby Clapp, Co-chair

John Delconte, Co-chair

Rene Campbell

Heather Delisle

Marty Mandell

Chris Moran

Michele Rivest

Martha Shannon

Cathleen Turner

Duke Health System

Compass Communications

CHOCVB

UNC Chapel Hill

Volunteer

IFC

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Orange County Arts Commission

Alliance for Historic Hillsborough